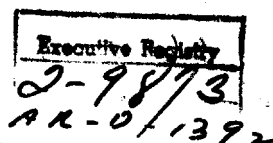


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JUN 2 1952

MEMORANDUM FOR: Assistant Director, Policy Coordination
Assistant Director, Special Operations

SUBJECT: Procurement of Military Personnel

1. The attached FE Notice, with an enclosed study, has been brought to my attention.

2. This realistic and sound approach to a complex and difficult problem is most encouraging, and indicates appreciation of problems which have existed for some time, and are becoming more acute. The service which can be provided operating divisions is considerably expanded when mutual understanding of common problems prevails.

3. It is recommended that the Chief, FE Division, be commended for taking this step toward better personnel management.

SIGNED

MATTHEW BAIRD
Acting Assistant Director (Personnel)

25X1A
25X1A

2 Enclosures

1. [REDACTED]
2. Memo 3 Apr 52 by [REDACTED]

MPD/HJC:rg (20 May 1952)

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4. The following issues impair our procurement efforts at this time.

(a) We have requested at least a score of military personnel for whom there were no jobs at the time of entry on duty. While we have absorbed most of these, it has, nevertheless, been necessary to return several officers to the Department of Defense for reassignment, a situation not compatible with good working relations. Equally important, though not as significant from the Department of Defense point of view, is the fact that many personnel have been kept waiting for long periods of time prior to actual utilization.

(b) We have requested many officers by name with the stipulation that no other nominees will be acceptable. In some cases our name requests have been for substandard personnel. Twice we have requested officers who have been on the verge of reclassification and/or dismissal. In any event it has been difficult to sell the idea that the officers that we have requested possess qualifications that the Department of the Army's assignment branch cannot match. This latter idea is especially true when our name requests are for enlisted men or officers of the lower grades with no special accomplishments to their credit.

(c) The same yardsticks are used to evaluate military personnel coming to the Agency as are used in evaluating civilians. This, I believe, is erroneous since we must assume that military personnel will only be with us for a three year tour, while civilians are here on a career basis. During the period that we employ the individual from the military service, he accomplishes specific military assignments commensurate with his experience. There need be little fear that there will be a disposal problem when the unemotional, disciplined [redacted] returns from overseas for he will go back to the Department of the Army and will not, as one responsible official has stated, use this as a "back door approach to a position with the Agency."

25X1A

(d) With few exceptions, there has been an unwillingness to accept military personnel on the basis of profiles furnished by the Department of Defense. In high level positions, or in positions which require a highly specialized skill, e.g., interpreter, I believe this point of view to be justifiable; however, in most cases it appears uneconomical. Assignment by interview at all levels is foreign to service customs and if we persist in this point of view, we will obtain very few military personnel. The Department of Defense will not upset their assignment system for our convenience. Only commanders at the highest level have the prerogative of obtaining key staff officers by name. None name their entire staffs.

5. From the above

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6 May 1952

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[REDACTED]

25X1A

TO: DC/FE/[REDACTED]
DC/FE/[REDACTED]
FE Branch Chiefs

SUBJECT: Procurement of Military Personnel

1. Attached for your close study, and action as appropriate, is a memorandum on the above subject prepared by the FE/[REDACTED] officer in charge of military personnel. 25X1A

2. The problems cited will become proportionally larger as the Division moved into the organization and staffing of large overseas regional commands, which inevitably will contain, for the foreseeable future, considerable numbers of military personnel.

3. The recommendations contained in paragraph 5 of the attached memorandum are approved as Division policy.

/s/ [REDACTED]

Chief, FE

25X1A

1 Encl
Memo 3 Apr 52
by [REDACTED] 25X1A

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